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ABSTRACT

This book, which is intended primarily to assist individuals charged with helping organizations implement career development systems, examines successful career development practices in U.S. and foreign organizations. Part 1 examines the state of the practice as determined by various surveys, including an American Society for Training and Development (ASTD) survey of 1,000 large U.S. corporations and U.S. government agencies. Chapters on career development in the United States, Europe, Singapore, and Australia focus respectively on rethinking careers in flattened organizations, motivating and retaining scarce talent, recognizing the need for linkage with business strategy, and seeking management support for development efforts. Career development practices in the United States and abroad are compared. Part 2, which covers the state of the art of career development, includes chapters on successful career development systems in 12 companies, practical approaches for achieving career development objectives in 6 organizations, and the reasons why certain career development practices are successful. Challenges and recommendations for the 21st century are discussed. Appended are the ASTD survey and results, the interview questionnaire for the case studies, the Australian and Singapore survey results, and a list of 136 recommended readings in organizational career development. A 47-item reference list is included. (MN)

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